

CHAPTER 1

INTRODUCTION

“It is the intent of Congress to provide an Army that is capable, in conjunction with the other Armed Forces, of preserving the peace and security... of the United States,... supporting the national objectives,... and overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States. [The Army] shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land...[and] is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated... mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.”

Title 10, United States Code: Section 3062

Fulfilling the intent of Congress and the requirements of Title 10, Section 3062 is a demanding and formidable task. The Army is a dynamic institution; it is constantly changing because it is a system of systems. It is the product of scores of small systems, interacting to produce the entity known as the Army.

These systems neither exist in a vacuum nor run themselves. *Systems* exist to fulfill *functions*, which ultimately contribute to fulfilling the Army’s Constitutional and Title 10 requirements. These systems require constant attention as changes in the national and military strategy occur. As doctrine is changed, new units are organized and existing units are reorganized, requirements for new equipment are generated, new technology and new systems result in change to warfighting doctrine, and training methods are modernized. In this process the roles and

structure of each component of the Total Army are revised and literally tens of thousands of other actions are taken which exercise the systems to fulfill the functions of the Army.

The relationships of the systems that produce both future change and contribute to daily mission accomplishment provide an audit trail of how the Army runs. This text explains that process. The purpose of this text is to provide a primer and ready reference to officers preparing to assume command and management positions at the senior and strategic levels of leadership. While the principal use of this reference text is to support the Department of Command, Leadership, and Management (DCLM) portion of the U.S. Army War College (USAWC) curriculum, there are additional objectives which serve broader purposes. These other objectives include its use:

- by nonresident students in meeting objectives of the USAWC Distance Education Program.
- as a general reference by branch and service schools in the military education system.
- as a primer for all who seek to better understand the Army's organization and functions, and how its systems and subsystems relate.

The major focus of the text is on the United States Army; however the text also addresses how the Army interfaces with the other Services, the Joint Chiefs of Staff and the unified commands.

SCOPE AND OBJECTIVES

This reference text supports the Department of Command, Leadership, and Management (DCLM) portion of the U.S. Army War College (USAWC) curriculum. Elihu Root founded the institution "not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression." He charged the faculty with directing "the instruction and intellectual exercise of the Army, to acquire information, devise the plans, and study the subjects indicated, and to advise the Commander-in-Chief of all questions of plans, armament, transportation, and military preparation and movement." Much of that original emphasis remains in the current USAWC mission that includes preparing leaders to assume high-level leadership responsibilities and in the objectives of the DCLM program of instruction.

The Department of Command, Leadership, and Management presents that portion of the curriculum which promotes a better understanding of the theory and practice of command, leadership, and

management in the Department of Defense and the Department of the Army. Methods of instruction include faculty presentations, lectures, and discussions with distinguished academicians and prominent practitioners, seminar group discussions, case studies, independent reading, and practical exercises.

From 1977 to 1997, the primary reference text published by DCLM was entitled *Army Command, Management, and Leadership: Theory and Practice*. Because of the growing volume of discussion and information in the category of theory as well as the many changes which have occurred in Army organizations and systems since the end of the Cold War, the single theory and practice volume was replaced in 1997 by two texts. *How the Army Runs* is an outgrowth of this. This text addresses the operation and relationships of the systems which enable the Army to fulfill its roles and accomplish its missions.

TEXT ORGANIZATION

This text is organized into three parts:

- (1) a review of the Army as a system;
- (2) a detailed examination of planning and structural systems and subsystems; how they operate and how they relate to each other, and;
- (3) a review of management and management support systems.

The Army as a System.

Chapter 2 addresses the Army as an organization and provides an overview of the systems and subsystems that affect its operations. Chapter 3 discusses Army structure. Chapters 4 and 5 identify the processes of force planning and design, determining manpower requirements, and

developing the manpower management program. Chapter 6 deals with mobilization and deployment. Chapter 7 examines the role, structure, and status of the Reserve Components, and Chapter 8 provides a description of force readiness concepts, the system, and its reporting procedures.

Army Systems and Subsystems.

The major and supporting systems of the Army are identified, described, and analyzed in the remaining chapters. Chapters 9 and 10 examine the Army's resource management systems at Headquarters, Department of the Army, Major Command, and installation level, and the interface with the Department of Defense systems. Throughout, the interfaces with Office of the Secretary of Defense and the Office of the Joint Chiefs of Staff are examined. Chapters 11 and 12 describe the organizations, functions, policies, and procedures associated with research, development, and acquisition, and the logistics systems at HQDA and the U.S. Army Materiel Command.

Management and Management Support Systems.

Chapters 13 and 14 address the military and civilian personnel management systems. The remaining chapters through Chapter 22 examine Army training, information management systems, installation management, intelligence management, health services, legal affairs, civil functions, and public affairs.

This text is in consonance with the goals of the Army's senior leadership addressing the areas of readiness, people, materiel, strategic deployment, future development, and management. The published goals encompass specific

objectives for the Army to be a full spectrum force, globally engaged, cost effective and changing to meet the Nation's needs. It addresses the process of fielding Army XXI while focusing on the Army After Next. This text is about the execution of systems in an institution, which has come from Valley Forge to the DMZ, then taking us to Bosnia, and beyond.

Upon review of this text students and practitioners of the military art will understand the truth in the words of General Harold K. Johnson, Chief of Staff, Army, 1964-1968. He said: "The Army is like a funnel. At the top you pour in doctrine, resources, concepts, equipment, and facilities. And out at the bottom comes one lone soldier walking point." It is to this ultimate end that this reference text is written.